



## APPENDIX A



## South End, Charlotte, North Carolina – Case Study

### 1. History

Historic South End has its beginning in the 1850s when the first railroad line came to Charlotte, connecting the “Queen City” to Columbia and Charleston, South Carolina. Over the years, a thriving manufacturing community sprang up along the tracks, centered on the burgeoning textile industry. Development of the “streetcar suburbs” of Dilworth and Wilmore furthered South End's importance as a center of employment and commercial opportunity. Wilmore is located to the west and Dilworth to the east. The advent of auto-oriented development in the mid-1900s coincided with the decline of South End. By the 1960s residents and businesses began to turn their interest away from South End towards new developments at the city's growing edge.

The area declined during the 1970s and 80s, only to be revived in the 1990s as restaurants, shops, and design-related industries discovered the beauty and versatility of the old mills and warehouses. Tony Pressley of MECA Properties has been credited for leading the development of design-related businesses locating in the South End, with the redevelopment of Atherton Mill and Camden Square Village that includes the Design Center of the Carolinas. There are currently more than 250 design-related businesses located in the South End. New commercial, office, and residential projects are being developed in response to general growth trends. The community's vision for South End is to be a dynamic, pedestrian-oriented, mixed use center that consists of neighborhood-oriented office, retail, and entertainment establishment, and high-density housing.

### 2. Neighborhood Overview

South End is approximately 1.5 miles long, one mile wide, and comprises almost 400 acres. It is located south of Charlotte's center city, separated by Interstate 277. The historic streetcar neighborhoods of Wilmore and Dilworth are located to the west and east respectively. While the South End neighborhood is not designated an historic district, many old industrial warehouse buildings have been rehabilitated for modern uses, including restaurants, offices, and commerce. Industrial and manufacturing uses are transitioning to a more diverse range of uses, including multi-family residential.

According to the South End Transit Station Area Plan adopted June 2005, the current land uses by percent of total land area are comprised as follows: Residential 10.4%; Commercial/Mixed Use 23.6%; Office 9.0%; Industrial 20.6%; Other (Institutional, Utility, Right of Way) 25.6%; Vacant 10.7%. There are currently no designated public park spaces, other than a multi-use trail adjacent to the trolley tracks. A defining feature of the neighborhood is the Charlotte Trolley, a vintage trolley service, which runs through the middle of South End and into the Central Business District (CBD). Currently, there are six trolley stations in South End, and four in the CBD to the north.





### 3. Factors Influencing Development

Today, South End is one of Charlotte's most dynamic real estate markets. Much of the South End momentum stems from its proximity to the Central Business District, and recent trolley service to the CBD. Easy access to employment concentration in the CBD, and to attractions such as the Charlotte Convention Center, Bank of America Stadium and other venues has helped spur developer interest and commitment to South End. In addition, light rail service is under construction with fifteen stations along the South Corridor from the CBD, to South End, and towns farther south. Three light rail stations will be located in the South End. This expanded multi-modal transportation network will provide a strong framework for development and redevelopment that is pedestrian- and transit-friendly.

The South End Development Corporation was formed in the 1990s to promote the activities of the area, and in 1999 the City created a special taxing district to fund those activities. This year, Historic South End merged operations with Charlotte Center City Partners. Historic South End still operates as a distinct neighborhood and tax district, but Charlotte Center City Partners now manages the contract through the city. Taxes pay for small capital projects and services, including marketing and special events.

In 1998, the Charlotte City Council allocated \$19.7 million to create a two-mile rail transit corridor that would accommodate both a renewed vintage streetcar service and light-rail. Proponents believed this investment would stimulate economic development and neighborhood revitalization along the corridor. They estimated that in eight years, the property tax values along the corridor would increase sufficiently to repay the city's investment. That payback occurred in four years. More than 800,000 square feet of space has been developed - more than \$400 million invested. According to the City's Budget Office, assessed property values have grown 89.6% since the district's inception:

- 2001                \$232,900,085
- 2002                \$256,323,383 (a 10.1% increase over previous year)
- 2003                \$320,873,276 (a 25.2% increase over previous year)
- Est. 2004          \$441,639,618 (a 37.6% increase over previous year)

Between 1997-2003, new development included: 949 housing units; 643,368 square feet office; and 103,679 square feet retail. New developments in the South End from January 2004 through May 2005 include 16 residential units, 11,715 S.F. office space, and no new retail space. Assuming a proactive role local government in promoting station area development, the City projects by the year 2025, there will be an additional 1,391,000 square feet office space, and 4,400 residential units.

Redevelopment Funding Sources: Regional Transportation Funds; Private Investments; South End Business Investment District; Leadership Groups; and Charlotte Center City Partners.





#### 4. Transportation Facilities

Interstate 277 (John Belk Freeway) runs around Charlotte's Central Business District (CBD) creating a physical barrier along the north side of South End neighborhood. I-277 is accessible to and from South Boulevard, the main roadway running north-south through the neighborhood, parallel to the rail line. South Boulevard, a four-lane road carrying 30,000+ vehicles per day, is the busiest and most prominent street in South End. East/West Boulevard, Morehead Street, and South Tryon Street are the other major streets in South End.

There is an extensive network of roadways in a grid-like pattern. However, there are opportunities for improved vehicular and pedestrian connections in places where through streets have been severed or blocked or where large blocks could be divided through redevelopment. Many streets have proposed cross-sections for future improvements like on-street parking, wider sidewalks, curbs and street trees. Camden Road is envisioned to become South End's main street.

The Charlotte Trolley runs through the middle of South End and into the Central Business District (CBD) with a multi-use trail for pedestrians and bicycles adjacent to the trolley tracks. Currently, there are six trolley stations in South End, and four in the CBD to the north. Trolleys run on 15 minute headways from 7 AM to 8 PM weekdays, 10 AM to 11 PM Saturdays, and 11 AM to 7 PM Sundays. One-way fare is \$1.00 for adults.



In addition, light rail transit (LRT) service is under construction with fifteen stations along the South Corridor line, running north from 7th Street in Center City ten miles south to I-485 at South Boulevard. This line is part of the Charlotte Area Transit System's (CATS) area-wide corridor plan 2025, which plans for two other light rail lines, bus rapid transit, streetcar, and enhanced bus service.

The South Corridor LRT line will operate on two tracks (northbound and southbound) generally within the existing railroad right-of-way paralleling South Boulevard. Three light rail stations will be located in the South End neighborhood. The South Corridor line is scheduled to open in the spring of 2007. The LRT service is planned to run from 5 AM until 1 AM daily, running every 7.5 minutes during rush hour and every 15 minutes during non-peak hours. Fares will equal to bus fares, which range from \$1.20 to \$2.40 per trip.

This expanded multi-modal transportation network will provide a strong framework for development and redevelopment that is pedestrian- and transit-friendly. The transportation system in South End has excellent accessibility due to the number of major and minor roadways, six bus routes, and rail transit running through the neighborhood. The bicycle and pedestrian network has potential to be great due to the number of connecting local streets and the multi-use trail connecting into the CBD along the trolley tracks.





## 5. Development Regulations

The Charlotte-Mecklenburg's land use vision focuses future higher density residential and employment growth in transit station areas and major activity centers/hubs where it can be best accommodated by transportation services and other public facilities. The South End Transit Station Area Plan was produced recognizing that an integrated land use and transit system is key to managing the rapid growth, and that it's important to ensure that future development and redevelopment takes advantage of access to transit and helps promote transit use in the community.

The South End Transit Station Area Plan will be used as the governing land use policy document, station area plan for the three future light rail stations, official South End streetscape plan which mandates building setback and streetscape standards for properties zoned Transit Oriented Development (TOD), NS, MUDD, or UMUD, and as a guidance for public infrastructure investments that will make the area more transit- and pedestrian-friendly. The Plan dictates the following for Floor Area Ratio (FAR) and height requirements.

Minimum FAR: 0.75 within ¼ mile of transit station (min. density at 20 dwelling units/ac)

Minimum FAR: 0.50 within ¼ to ½ mile of transit station (min. density 15 dwelling units/ac)

Maximum FAR: Dictated by Setbacks, Parking, and Height Req. (Max. Height = 120 Feet)

- A. Available Incentives:
  - Plazas, arcades, courtyards
  - Outdoor cafes
  - Rooftop gardens
  - Widened public sidewalks
  - Parking facilities above street level
- B. Redevelopment Objectives:
  - Establish vibrant pedestrian-oriented urban district
  - Promote high intensity mixed uses
  - Uses to be concentrated near trolley and light rail
  - Preserve historic character
  - Become community gathering place adjacent Wilmore and Dilworth neighborhoods
- C. Bonus Incentive Summary:
  - a. Significant Planning Events:
    - 1994: Centers and Corridors approach to planning adopted
    - 2000: 2010 Vision (Comprehensive) Plan adopted
  - b. Bonus Incentive Goals:
    - Enhance/extend public amenities such as parks and public pedestrian ways
    - Create additional open space for public or semipublic use
    - Improve the overall quality of life within the larger residential area



- Further the land use policies of the city including more effective utilization of urban land, increased uptown residential population, and encouragement of evening activities in the uptown area

c. Bonus Incentive Details:

Section 9.1201. Transit Oriented Districts.

A major goal of the Charlotte Transit Oriented Districts, such in as the South End, is to increase mass transit use by means of higher densities in proximity to transit stations. The zoning codes therefore provide for minimum FAR's within either a ¼ mile or ½ mile walking distance from transit stations. The zoning codes also award credits toward achieving the minimum FAR's based on developers providing certain amenities. The following paragraphs describe the details of the Transit Oriented Districts, followed by a description of the available amenity credits.

Incentives apply to the six Transit Oriented Districts (TOD-R, TOD-E, TOD-M, TOD-RO, TOD-EO, TOD-MO):

- (1) Residentially Oriented (TOD-R). This transit oriented residential district is established to support high-density residential communities that also accommodate a limited amount of retail, institutional, civic, restaurant, service, and small employment uses within a pedestrian friendly area. Residential developments and residential components of multi-use developments shall have a minimum density of twenty (20) dwelling units per acre within 1/4 mile walking distance from a transit station or a minimum density of fifteen (15) dwelling units per acre between 1/4 mile and 1/2 mile walking distance from a transit station. The density shall be based on the residential portion of the site. The approved station area plan classifies parcels according to whether they are within the 1/4 mile, walking distance or between the 1/4 mile to 1/2 mile walking distance. Retail, institutional, civic, and office uses are permitted. Only up to 20% of the total development gross square footage that is composed of these uses may be credited toward meeting the minimum residential densities at a ratio of one (1) dwelling unit to two thousand (2,000) square feet of development.
- (2) Employment Oriented (TOD-E). This transit oriented employment district is established to accommodate high intensity office uses, office support services, or residential uses in a pedestrian oriented setting. High intensity office uses and office support services shall have a minimum FAR of .75 within 1/4 mile walking distance from a transit station, or a minimum FAR of 5 between 1/4 mile to 1/2 mile walking distance from a transit station. The approved station area plan classifies parcels according to whether they are within the 1/4 mile walking distance or between the 1/4 mile to 1/2 mile walking distance. Uses that employ relatively few workers, such as warehousing and distribution, are excluded from this district. Office uses shall comprise a minimum of sixty (60) percent of the new development project gross square footage. Retail, institutional, and/or civic uses are permitted. Only up to twenty (20) percent of the total development gross square footage that is composed of these uses may be credited toward meeting the minimum FAR standards. Only up to twenty (20) percent of the total development gross square footage may be composed of residential uses that meet one of the following standards:



- a. The density shall be based on the residential portion of the site. The residential component shall have a minimum density of twenty (20) dwelling units per acre within 1/4 mile walking distance from a transit station. Between 1/4 mile to 1/2 mile walking distance from a transit station a minimum density of fifteen (15) dwelling units per acre, shall be required, OR
  - b. The residential component shall meet the minimum FAR standards. The minimum floor area shall not be less than .75 square feet of floor area to one square foot of the development site (.75 FAR) within 1/4 mile walking distance from a transit station or not less than .50 square feet of floor area to one square foot of the development site (.50 FAR) between 1/4 mile to 1/2 mile walking distance from a transit station.
- (3) Mixed-Use Oriented (Including Multi-use Developments) (TOD-M). This transit oriented mixed-use district is established to support a blend of high density residential, high intensity employment/office, civic, entertainment, and institutional uses, as well as a limited amount of retail uses in a pedestrian friendly area. High intensity office uses, office support services, civic, entertainment, and institutional uses shall have a minimum FAR of .75 within 1/4 mile walking distance from a transit station, or a minimum FAR of .5 between 1/4 mile to 1/2 mile walking distance from a transit station. The approved station area plan classifies parcels according to whether they are within the 1/4 mile walking distance or between the 1/4 mile to 1/2 mile walking distance. Retail uses are permitted. Only up to twenty (20) percent of the total development gross square footage that is composed of retail uses may be credited toward meeting the minimum FAR standards. Residential uses (as a single use or as a development component) are permitted and shall meet one of the following standards:
- a. The density shall be based on the residential portion of the site. The residential component shall have a minimum density of twenty (20) dwelling units per acre within 1/4 mile walking distance from a transit station. Between 1/4 mile to 1/2 mile walking distance from a transit station a minimum density of fifteen (15) dwelling units per acre, shall be required, OR
  - b. The residential component shall meet the minimum FAR standards. The minimum floor area ratio shall not be less than .75 square feet of floor area to one square foot of the development site (.75 FAR) within 1/4 mile walking distance from a transit station or not less than .50 square feet of floor area to one square foot of the development site (.50 FAR) between 1/4 mile to 1/2 mile walking distance from a transit station.
- (4) TOD-Optional Districts (TOD-RO, TOD-EO, TOD-MO). The TOD--Optional zoning district may be applied to any of the above three (3) zoning districts:
- a. TOD-Residentially Oriented--Optional (TOD-RO)
  - b. TOD Employment Oriented--Optional (TOD-EO)
  - c. TOD-Mixed-Use Oriented--Optional (TOD-MO)
  - d. FAR credits can be earned as follows:

Plazas, arcades, courtyards, outdoor cafes, rooftop gardens, and widened public sidewalks that enhance pedestrian spaces and amenities can be credited toward meeting the minimum required FAR. If the pedestrian spaces/amenities are available to the public then the square footage shall be credited at one hundred (100) percent, if



private, then the square footage shall be credited at fifty (50) percent. In no instance shall more than twenty (20) percent of the pedestrian area be credited toward the required FAR.

An FAR credit shall be given for structured parking facilities that devote at least seventy-five (75) percent of the linear street level frontage of the building to retail, office, civic, or institutional uses. Similarly, an FAR credit shall also be permitted for structured parking facilities that provide such uses above the street level, and/or on any other side of the building.

#### Section 9.401. Urban Residential districts.

Incentives apply to Urban Residential Districts (UR-1, UR-2, UR-3 & UR-C)

- Urban Residential-1 district (UR-1): The intent of this district is to protect and enhance designated single-family areas and to encourage appropriate infill development within these areas. Maximum FAR is .25.
- Urban Residential-2 district (UR-2): The intent of this district is to promote maximum opportunities for moderate density residential development. This district functions as both a transition between lower and higher density and as the predominant residential district throughout much of the fringe of the uptown area. Maximum FAR is 1.0.
- Urban Residential-3 district (UR-3): The intent of this district is to provide for high density residential development. This district is located nearer the employment core and in areas identified for their special adaptability and appropriateness for this type of housing. Maximum FAR is 2.0.
- Urban Residential-Commercial district (UR-C): The intent of the UR-C district is to promote a diversity of residential, retail, office, recreational and cultural uses in a mixed use, higher density pattern. This district is restricted in location to the periphery of an employment core or to areas designated as community or neighborhood centers where a high level of commercial or other services are desired. Maximum FAR is 3.0.

Maximum Bonus Available:

- UR-1 & UR2 districts: 10% of base FAR
- UR-3 & UR-C: 50% of base FAR
- Nonresidential uses in UR-C: 25% of base FAR

#### Section 9.407. Urban Residential Districts; development standards for various uses.

- Maximum Bonus Available:
  - UR-1 & UR2 districts: 10% of base FAR
  - UR-3 & UR-C: 50% of base FAR
  - Nonresidential uses in UR-C: 25% of base FAR
- For projects adjacent to a public park or cemetery a density bonus of ten (10) percent of the base floor area ratio shall apply, but not less than eight (8) dwelling units, will be granted.
- For the creation of permanent public open space devoted to passive or active recreational use a density bonus equal to the area of the site devoted to such use is granted, but not less than 4 dwelling units. Open space required in the base zoning regulations is not to be





included as public open space. Public open space means open space at grade which is accessible to and serves a public purpose for a group of persons beyond the residents of the building with which it is associated. Such space may be designed for active or passive use. It may not include any motorized vehicular circulation or parking facilities but may include structures related to the purpose of the open space as long as the dominant character of the area is open.

- For the creation of areas and paths (other than those already required) devoted to pedestrians and bicyclists which functionally extend adjacent areawide pedestrian ways or which create convenient access to public open space for residents or visitors, density bonus of 10 percent of the base floor area ratio, but not less than 8 dwelling units, is granted.
- For the use of fountains, reflecting pools and similar features in design a density bonus of 5 percent of the base floor area ratio, but not less than 4 dwelling units, is granted.
- For the preservation of a structure and/or land which has been designated as a historic property pursuant to G.S. 160A-399 and for which a certificate of appropriateness has been secured, or for the preservation of a property listed in the National Register of Historic Places preserved in accordance with the Secretary of the Interior's standards for historic preservation projects, a floor area bonus of 5 percent of the base floor area ratio, but not less than 4 dwelling units shall be granted. For the preservation of only a building facade or a group or series of facades of a structure or structures which have been designated as a historic property as listed above, a floor area bonus of 2 percent of the base floor area ratio but not less than 2 dwelling units, is granted.
- For the provision of permitted retail uses in the UR-C districts, a density bonus equal to the amount of square footage devoted to such uses up to a maximum of a 15 percent increase in residential density, but not less than 12 dwelling units, is granted.
- For the provision of roof areas designed as open and/or recreation space, a density bonus equal to the amount of square footage devoted to such open and/or recreation space is granted.
- For the development of residential or mixed use structures which contain more than 5 stories, a density bonus of 10 percent of the base floor area ratio, but not less than 4 dwelling units, is granted.
- For projects which combine 3 or more parcels into a single lot for development, a density bonus of 5 percent of the base floor area ratio, but not less than 4 dwelling units, is granted.
- For the construction of a parking deck, the allowable floor area ratio may be increased by 50 percent. The area of the parking deck is included as part of the allowable floor area ratio for the site.

#### Section 11.201. Mixed Use Districts

##### Incentives apply to Mixed Use Districts (MX-1, MS-2 & MX-3)

The mixed use districts are hereby established in order to accommodate the development of planned communities that may incorporate a full range of housing types and, in some instances, compatible nonresidential uses that provide goods, services, and employment primarily to serve the residents of the planned community. In order to encourage high quality design and innovative arrangement of buildings and open space uses throughout the project, these districts provide substantial flexibility from the conventional use and dimensional requirements of the general districts.



Three (3) mixed use districts are established with varying degrees of development intensity to address the application of mixed use to various locations within the community. The developmental and locational criteria for the districts are as follows:

- MX-1: This district permits only residential mixed use development and is applicable to developments ten (10) acres or larger. This district is intended to be located within any residential areas in the community. 6 dwelling units/acre maximum.
- MX-2: This district permits residential mixed use and nonresidential uses. It is only applicable to developments thirty-six (36) acres or larger. This district is permitted within the community along major thoroughfares, minor thoroughfares or collector streets having adequate access. 8 dwelling units/acre maximum.
- MX-3: This district permits residential mixed use and major commercial institutional and employment uses. This district is applicable to developments one hundred (100) acres or larger. It is intended to be located as a component of "Development Enterprise Areas," or similar areas identified in the adopted Generalized Land Plan, and areas of the community along major thoroughfares. 8 dwelling units/acre maximum.

Section 11.207. Common open space; density bonus in mixed use districts.

- At least 10 percent of the total project area shall be set aside as common open space.
- A density bonus over and above the density otherwise allowed in the MX district may be approved by the City Council provided that the petitioner increases the percentage of the total project area to be devoted to common open space. This bonus may be granted only if specifically requested by the petitioner. Any such bonus shall consist of a one percent increase in the allowable density for every one percent of land area devoted to common open space in addition to the 10 percent required under subsection (1) above, but in no event shall the bonus exceed 35 percent of the allowable density set out in section 11.206.
- All common open space shall be set aside and improved no later than the date on which certificates of occupancy are issued for the first 75 percent of the total number of dwelling units to be constructed within the project area.
- No more than 50 percent of all required common open space shall be covered by water.
- Any structures located in any common open space shall be accessory to recreational use of the space and shall cover no more than 5 percent of all common open space.
- The required common open space shall be planned and improved so that it is accessible and usable by persons living in the project area. However, common open space containing natural features worthy of preservation may be left unimproved.
- All of the required common open space shall be either conveyed to the City of Charlotte, if the City agrees to accept ownership of and to maintain the space, or conveyed to one or more homeowner associations created for the project area, or with respect to outdoor recreation facilities, to the owner or operator thereof.
- Any conveyance to a homeowners association shall be subject to restrictive covenants and easements reviewed by the Planning Director and recorded and filed at the time the subdivision plat for the project area is recorded. The covenants and easements shall provide for the establishment of a homeowner's association before any homes are sold, where membership is mandatory for each home buyer and any successive buyer, the association is responsible for liability insurance and local taxes on common open space and recreational



facilities owned by it, any fees levied by the association that remain unpaid will become a lien on the individual property, and the association shall be able to adjust the assessment to meet changing needs. The covenants and easements shall also prohibit future development of any common open space for other than open space or recreation purposes and shall provide for continued maintenance of any common open space and recreational facilities.

## 6. Public Realm

The South End Transit Station Area Plan includes detailed streetscape requirements including use of right-of-way, design standards, and landscaping guidelines. There are also specific requirements for street walls for ground floors including parking garages, to be designed to encourage and complement pedestrian-scale activity, including the use of clear glass windows, recessed entrances, canopies, and decorative building bases. Urban open spaces are required for all new buildings greater than 50,000 gross square feet. In the South End neighborhood, new projects include nice outdoor courtyards, arcades, and plazas particularly within the Design Center and Camden Square area.

Public art is a required element of all publicly funded development projects, including public-private projects, allocated at 1% of the projected construction costs. The public art program that is administered by the Arts & Science Council, a non-profit organization that also seeks private donations of funding. Charlotte benefits from having the Bank of America headquartered there; CEO Hugh McCall has been a leader in donating private funds for public art in Charlotte. Public art is considered to be integral to a community's fabric by recognizing the potential of art to create livable cities, enhance neighborhood identity, strengthen economic development and tourism, educate children and adults and enrich the spirit and pride of its citizens.

## 7. Lessons Learned

- Public amenities are critical.
- People love parks, fountains and public art, and define their neighborhoods with such icons.
- Neighborhood residents want and will use "community gathering places".
- Comfortable sidewalks and pedestrian/bicycle pathways really will result in fewer car trips.
- The integration of transit is key in the redevelopment efforts of most European and leading American cities.
- Transit is also the key to increasing density and providing livable and friendly pedestrian environments.
- Good private and public design is critical.
- Every city has limits on density, height and FAR.
- Those limits tend to reflect the community's goals for the area's character and future vision.
- Every city we studied is encouraging higher densities in redeveloping urban neighborhoods.
- Access to public waterfront is important in every city.
- Retail uses should not be discouraged anywhere in the District, but should be encouraged in specific locations.
- Neighborhood Identity is recognized through design features.



## APPENDIX B





## Denver, Colorado – Case Study

### 1. History

The origins of Denver began in the area now known as Denver's Lower Downtown (LODO). It was in this location that the city was established by General William Larimer, and named after the then Governor of Kansas, James Denver. The neighborhood remains the historic core of the City of Denver, and to this day contains the largest number historic structures in the Rocky Mountain Region. Population growth was dramatic during the period between 1860-1880. In 1860 the population had grown to 4749, by 1870 it was up to 4759, and by 1880 it was up to 35,629.

The City's population has continued to grow, but it has often fluctuated, following boom and bust cycles. Gold and silver rushes in the late 19<sup>th</sup> and early 20<sup>th</sup> centuries and oil and gas in the 1980's are two of the most apparent examples of this trend. Following the oil bust in the 1980's, the City has maintained a comeback, and has worked hard to improve its economy and its image. Major capital improvements have been completed in recent years to this end, including the new Denver International Airport, Coors Field, and the Denver Aquarium. The City has seen resurgence in population as well, breaking 500,000 inhabitants in the 1990's, which was the first time the population had been that high since the 1970's.

### 2. Neighborhood Overview

The Central Platte Valley is a large area to the west of Downtown Denver, covering approximately 715 acres. Until recently, the area has served as a rail transportation hub, and Union Station is still located between the Central Platte Valley and the LODO District. The area is generally described as the land bordered by I-25, Auraria Parkway, Wewatta Street, and 23<sup>rd</sup> Street. Much of the area still remains a blank slate at this time, though the pace of development is picking up rapidly.

### 3. Factors Influencing Development

With the development of Denver as a major rail transportation hub came rail yards, most of which were centered in the Central Platte Valley. These rail lines served Union Station as well as businesses and warehouses in the surrounding area. Automobile transportation through the area was centered on viaducts at 16<sup>th</sup> and 20<sup>th</sup> streets, which allowed for traffic to flow uninterrupted over the yards. As the 20<sup>th</sup> Century waned, much of the old rail yards had been removed, or their use had been discontinued. In the 1980's the city started the process of replacing the viaducts that crossed the Central Platte Valley, and by the late 1990's the work was completed.



Other public and private investments have driven development. Coors Field, the Downtown Aquarium, Denver Museum of Modern Art, and the Commons Park all represent publicly funded improvements that have attracted people to the Central Platte Valley. Large-scale private investment has been made



with the Pepsi Center, Six Flags Theme Park, as well as several private residential projects. These investments, in addition to the demographic shift currently taking place in Denver as in the rest of the country, have made the Central Platte Valley an attractive place to live, and a new extension of downtown.

#### 4. Transportation Facilities

Denver has an excellent transportation system, and the Central Platte Valley is becoming a major hub for the City's transit systems. Currently it is served by the Denver Regional Transportation District, which operates bus service and light rail.

##### A. Regional Transportation District (RTD)

The Central Platte Valley is served by the C Line Light Rail, which was completed in 2002. This line runs connects with the Central Corridor Light Rail Line and runs through the CPV to Union Station.

The RTD also operates the bus system, which links with the Central Platte Valley at Union Station. It is at Union Station where the 16 Street Transit Mall terminates, and future plans have the mall extending future into the CPV. The bus system has 176 routes, over one thousand buses, and over ten thousand bus stops.

Recently, the voters of Denver approved a sales tax increase that will be used to expand the mass transit system throughout the metropolitan area. Improvements that will be funded through the 4.7 billion dollars include over 119 miles of light rail and commuter rail tracks, 18 miles of rapid bus lines and 57 new transit stations.

##### B. Bicycle Lanes

The City of Denver has long been recognized for its excellent bicycling facilities, and the Central Platte Valley has several trails and lanes connecting it with both Central Denver, as well as points west of the Platte River. Main routes include on-road bike lanes along 23<sup>rd</sup> Street and off-street bike lanes adjacent to Speer Blvd, which connects to a system of off-street lanes that travel along the Platt River.



#### 5. Development Regulations

Much of the Central Platte Valley is regulated under the Platte River Valley (PRV) zoning district. This zoning district is broken into 14 sub-areas, each of which has different regulations relating to height, massing and uses. The sub-areas act as extension to adjacent areas in some locations (Sixteenth to Twentieth Common) and denote unique neighborhoods in other locations (Prospect).



Much of the redevelopment that has occurred thus far in the Central Platte Valley has been in the form of Planned Unit Developments (PUD). The largest of these PUD's to this point has been the Commons, which is nearly 60 acres immediately adjacent to the Union Station Terminal, and the 16<sup>th</sup> Street Mall. The Commons PUD has its origins in a large land purchase by the Trillium Corporation in the early 1990's. The company purchased the land from the real estate subsidiary of Burlington Northern, which used to own/operate the rail yards there. Trillium immediately set out to gain entitlements for its property, and in 1997, the Commons PUD was approved.

The Commons occupies much of the land between Union Station and the Platte River. When completed, the development will include over six million square feet of built space. There are six distinct neighborhoods in the development area that will be developed over time. The districts are as follows:

1. 16<sup>th</sup> Street Mall
2. Commons Park Residential Neighborhood
3. 17<sup>th</sup> Street
4. Creekside Residential Neighborhood
5. 18<sup>th</sup> to 20<sup>th</sup> Streets
6. Intermodal

The Commons Design Guidelines also designate certain areas have "pedestrian-active" uses, build-to lines for buildings, height, and stepback regulations. The maximum height in the Commons is at 140', which is only allowed in certain designated spaces.

## 6. Public Realm

The Commons Design Guidelines include a detailed streetscape plan including right of way standards, and landscaping guidelines. The western edge of the Commons is also dominated by the most significant public space to be built in Denver in 25 years, Commons Park. This park is nearly 30 acres, and borders the Platte River. It is connected to the Commons and Downtown by dedicated bike/pedestrian lanes, and includes significant open space and public art.







## 7. Lessons Learned

The Central Platte Valley is unlike many redeveloping areas in the country because it began as largely a clean slate. There was little in the form of building stock in the area, and once the rail infrastructure



was removed, and the viaducts were demolished, the area was largely open and ready for development. The pattern of large landholdings has led to the large-scale development (i.e. Coors Field, The Commons, Commons Park, Downtown Aquarium, Six Flags) that dominates the landscape. Careful planning has set the stage for the area to evolve into a vibrant urban neighborhood, which will grow as a natural extension of Downtown Denver over the next few decades.

Lessons learned from the Central Platte Valley include the importance of transit and transportation facilities and the importance of open space. As Downtown Denver continues to grow, the transportation links to the rest of the metropolitan area, as well as the significant greenspace and recreational opportunities that can be found in the area, the Central Platte Valley will become an important community for the citizens of the Denver Metropolitan Area.

Lessons learned from the Central Platte Valley include the importance of transit and supporting transportation facilities and the importance of open space. The Central Platte Valley will become an important community for the citizens of the Denver Metropolitan Area as downtown Denver continues to grow. The growth will be facilitated by the transportation links to the surrounding metropolitan area as well as the significant greenspace and recreational opportunities that can be found in the area.





## APPENDIX C



## Portland, Oregon – Case Study

### 1. History

The area now known as the Pearl District was long an industrial area serving as a transportation hub with extensive rail connections, and easy access to the Willamette River. Much of the area was occupied by transportation and storage facilities to hold goods moving in and out of the city.

The transcendence of the automobile as the primary form of transportation, led to the area's demise. The concentration of railyards and warehouses could not compete with interstate highways, and the movement of goods via truck traffic. A decrease in industrial activity correlated with the shift in preferred transportation modes, and the District experienced a downturn in economic activity.

Disinvestments brought empty spaces and low rents, and the Pearl District became a central location for artists as well as entrepreneurs. In the 1980's, local officials became interested in encouraging redevelopment, which culminated in an urban design study sponsored by the American Institute of Architects, which was then followed by several other major planning efforts including:

- 1988 Central City Plan
- 1992 River District Vision Plan
- 1994 River District Development Plan
- 1998 River District Urban Renewal Plan
- 2001 Pearl District Development Plan

Each of these efforts built upon the prior and approval of planning efforts, and through the 1998 River District Urban Renewal Plan, the Pearl District became part of a special taxing district, which allowed for Tax Increment Financing (TIF) to be utilized for twenty (20) years. This revenue has provided the city with much needed revenue to invest heavily in the necessary infrastructure components to encourage redevelopment.

In recent years, the Pearl District has become a thriving residential community with new apartments, condos, and lofts catering to shifting housing preferences. In the 2001 Pearl District Development Plan, buildout projections show the area with approximately 8,080 dwelling units and 12,443 residents.

### 2. Neighborhood Overview

The Pearl District consists of approximately 280 acres in the northwest portion of Portland's Central City. It is one of two neighborhoods within the River District Urban Renewal Area, the other of which is Chinatown. The District's boundaries coincide with those of the Pearl District Neighborhood Association, bounded on the west by I-405, the Willamette River to the north, Burnside Street to the south, and Broadway Avenue to the east. This location puts the District within the CBD periphery, and adjacent to Chinatown and Northwest Portland.



### **3. Factors Influencing Development**

The changing housing preferences in the U.S. have increased demand for urban housing nationwide. As baby boomers retire, and more young families choose to remain childless, it is expected that increasing numbers of people will continue to increase demand for urban housing. These trends have done much to increase the demand for urban housing in Portland, and much of the continuing success of the Pearl District can be attributed to the growing demand.

At a local level, the relationship between developers and governmental regulators has done much to move the District forward. These relationships, often adversarial, have become partnerships, and the results have been impressive. There have been two major events that have possibly been more responsible for driving development in the Pearl District than all others. The first of these was the creation of the River District Urban Renewal Plan, and the second was the construction of the Portland Streetcar, which was completed as part of a development agreement with Hoyt Street Properties, LLC completed in 1999.

### **4. Transportation Facilities**

Portland has long been associated with innovation in transportation, and it is a defining characteristic of the urban experience there. The city is considered by many to be one of the most transit friendly cities in the United States, and as the Pearl District has grown, its accessibility to major transit corridors and alternatives has served to connect the neighborhood to points throughout the metropolitan area.

#### **A. Interstate 405**

I-405, known as the Stadium Freeway was part of the original National System of Interstate and Defense Highways Act of 1956, but was not completed until 1973. Much of the 3.53 mile long Interstate is below grade, and it averages between six and eight lanes. It terminates on both the north and south into I-5.

Within the Pearl District, connections to I-405 are made at either Burnside Street (Exit 2-A) or Glisan Street (Exit 2B). The Interstate allows easy access from the Pearl District to other locations within the Portland Metropolitan Area.

#### **B. Tri-Met**

Tri-Met, short for Tri-County Metropolitan Transportation District, is the name of the publicly owned transportation system, which includes bus and rail service throughout the three counties of the Portland Metropolitan Area. The system-wide, Tri-Met operates 93 bus routes, with 7,700 bus stops, with 611 buses. Tri-Met also operates the Max light rail system, covering 44-miles and 64 stops.

The Pearl District Neighborhood has easy access to Tri-Met buses and the MAX light rail. The Yellow Line runs north-south along 1<sup>st</sup> Avenue, which is just east of the District. The Portland Transit Mall is a 36 block long dedicated transit mall for bus travel located along 5<sup>th</sup> and 6<sup>th</sup> Avenues. The Mall lies just to the east of the Pearl District, and allows access to 47 bus routes.



### C. Portland Streetcar

The Portland Streetcar is owned and operated by the City of Portland, and is the primary transit facility located within the boundaries of the Pearl District. The Streetcar opened in 2001 and runs along a 6.0 mile continuous loop from Legacy Good Samaritan Hospital at NW 23<sup>rd</sup> Avenue to SW River Parkway and Moody. The service runs along 10<sup>th</sup> and 11<sup>th</sup> Avenues bisecting the Pearl District. The tracks are at grade, and precautions were taken not to disturb on-street parking and to allow for a seamless integration with the street. The streetcar connects with the MAX light rail at Yamhill Street and Morrison Street.

### D. Bicycle & Pedestrian Facilities

Portland maintains over 150 miles of bike lanes, and has been named Bicycling Magazine's best city in which to ride a bike. Within the Pearl District there are several bike routes, including bike lanes along Broadway Avenue, Lovejoy Street, and 14<sup>th</sup> Avenue, shared roadways along 13<sup>th</sup> and 9<sup>th</sup> Avenues, Flanders Street and Johnson Street.



Source: Portland Development Commission

## 5. Development Regulations

The development regulations affecting the Pearl District are found within the Central City District Plan. This section of the Portland Code contains specific regulations for developments within the Pearl District.

### A. Floor Area Ratio

In general, the maximum Floor Area Ratio (FAR) standards are designed to accomplish several goals. These include the coordinating private development with public investments in transportation systems and other infrastructure, limiting and stepping down building bulk to the Willamette River, residential neighborhoods and historic districts. It is important to note that above ground parking structures count against building FAR, which could be one reason that the vast majority of parking is constructed underground, where it does not count.





Within the Pearl District there are several maximum FAR standards, which can be viewed in the attached map. Generally, the area between Burnside Street and Hoyt Street has a maximum FAR of 6:1. North of Hoyt Street, the maximums drop to 4:1 and 5:1 along I-405.

#### B. Height

The maximum building heights within the Portland Code are designed to accomplish several goals. These include protecting views, creating a step-down of building heights to the Willamette River, limiting shadows on public spaces, ensuring building height compatibility and step-downs to historic districts, and limiting shadows on residential development. Generally, the maximum heights between Burnside Street and Hoyt Street are set at 100', with buildings along Broadway Avenue allowed to reach 350'. North of Hoyt Street the maximum heights typically range between 75'-100' up to 225' in some areas.

#### C. Required Building Lines

On most streets in the Pearl District, there are required building line standards. These standards require that either:

1. The building must extend to the street lot line along at least 75 percent of the lot line; or
2. The building must extend to within 12 feet of the street lot line for 75 percent of the lot line. Except in the South Waterfront Subdistrict, the space between the building and the street lot line must be designed as an extension of the sidewalk and committed to active uses such as sidewalk cafes, vendor's stands, or developed as "stopping places."

#### D. Ground Floor Windows & Required Windows Above the Ground Floor

Throughout the Central City Plan District, the ground floors of buildings are required to have windows out to the street. Also, in areas near the Streetcar alignment, windows are also required (minimum 15 percent of street-facing facades) above ground level.





E. Parking

The Central City District Plan breaks down the required parking standards into several geographic sectors. The Pearl District is primarily contained within the River District Sectors 4 and 5. The parking maximums are outlined in the table above. The standards are based on parking spaces per 1,000 square feet of space unless otherwise noted.

**River District Parking Maximums Sectors 4 & 5**

USE	RD4	RD5
Office	2.0	1.5
Retail Sales and Service, except theatres, hotels, motels	2.0	1.5
Medical Centers	2.0	1.5
Schools, Colleges	2.0	1.5
Manufacturing and Production, Warehouse and Freight Movement, Wholesale Sales, Industrial Service	0.7	
Community Service, Religious Institutions, Theatres, Other Uses	0.25	
Hotels, Motels (per room)	1.0	
Residential (per DU)	1.7	1.5

F. Bonus Incentive Summary

1. Bonus Incentive Goals:

- Floor area and height bonus options are offered as incentives to encourage facilities and amenities that implement the Central City Plan

2. Bonus Incentive General Regulations:

- The bonus options are only allowed in situations where stated. Only new developments are eligible for the bonuses unless specifically stated otherwise. Exceptions to the requirements and the amount of bonus floor area or height earned are prohibited.
- Projects may use more than one bonus option unless specifically stated otherwise. Bonuses may be done in conjunction with allowed transfers of floor area.
- The maximum floor area increase that may be earned through the bonus options must be within the limits for overall floor area increases stated in the Bonus floor area options.
- Buildings using bonus floor area must not exceed the maximum height limits shown on Map 510-3 unless eligible for bonus height.
- In residential bonus target areas, as shown on Map 510-4, the residential bonus option must be used before any other bonus. A bonus floor area ratio of at least 1.5 to 1 from the residential bonus option must be earned before the project qualifies for other bonus options.



- If any portion of the site is in the Greenway bonus target area, as shown on Map 510-4, the South Waterfront Willamette River Greenway bonus option must be used before any other bonus. Bonus floor area of at least 7,500 square feet from the South Waterfront Willamette River Greenway bonus option must be earned before the project qualifies for other bonus options.

### 3. Bonus Floor Area Options:

Additional development potential in the form of floor area is earned for a project when the project includes any of the specified features listed below. The bonus floor area amounts are additions to the maximum floor area ratios shown on Map 510-2.

#### Available Floor Area Bonus Categories:

- Residential
- Day care
- Retail
- Rooftop gardens
- "Theaters on Broadway"
- "Percent for Art"
- Water features or public fountains
- Locker room
- South Waterfront Willamette River Greenway
- Eco-roof
- Large dwelling unit
- Large household dwelling unit
- Middle-income housing
- Small development site
- Affordable Housing Replacement Fund
- Below-grade parking
- Open Space
- Open space fund



### 4. General Bonus Heights

Bonus height is also earned at certain locations in addition to the bonus floor area achieved through the bonus options. Bonus height is in addition to the maximum heights of Map 510-3. Qualifying areas, shown on Map 510-3, are located such that increased height will not violate established view corridors, the preservation of the character of historical districts, the protection of public open spaces from shadow, and the preservation of the City's visual focus on important buildings (such as the Union Station Clock Tower).





5. Complete Bonus Incentive Details:

See Central City Plan District Chapter 33.510 for complete details. Bonus Incentives particularly noted in the following sections:

33.510.200 Floor Area Ratios  
33.510.205 Height  
33.510.210 Floor Area and Height Bonus Options

Related Maps:

510-1 Central City Plan District and Subdistricts  
510-2 Floor Area Ratios  
510-3 Maximum Heights  
510-4 Bonus Option Target Areas  
510-5 Required Residential Development Areas



Several Zoning districts are specifically mentioned in the Bonus Incentives. These are:

Central Commercial (CX) zone. The CX zone is intended to provide for commercial development within Portland's most urban and intense areas. A broad range of uses is allowed to reflect Portland's role as a commercial, cultural and governmental center. Development is intended to be very intense with high building coverage, large buildings, and buildings placed close together. Development is intended to be pedestrian-oriented with a strong emphasis on a safe and attractive streetscape. Maximum FAR is 4:1. Maximum Height is 75 feet.

Central Employment (EX) zone. This zone implements the Central Employment map designation of the Comprehensive Plan. The zone allows mixed-uses and is intended for areas in the center of the City that have predominantly industrial type development. The intent of the zone is to allow industrial and commercial uses that need a central location. Residential uses are allowed, but are not intended to predominate or set development standards for other uses in the area. The development standards are intended to allow new development that is similar in character to existing development. Maximum FAR is 3:1. Maximum Height is 65 feet.

Central Residential (RX) zone. The RX zone is a high density multi-dwelling zone which allows the highest density of dwelling units of the residential zones. Density is not regulated by a maximum number of units per acre. Rather, the maximum size of buildings and intensity of use are regulated by floor area ratio (FAR) limits and other site development standards. Generally the density will be 100 or more units per acre. Allowed housing developments are characterized by a very high percentage of building coverage. The major types of new housing development will be medium and high rise apartments and condominiums, often with allowed retail, institutional, or other service oriented uses. Generally, RX zones will be located near the center of the city where transit is readily available and where commercial and employment opportunities are nearby. RX zones will usually be applied in combination with the Central City plan district. Maximum FAR is 4:1. Maximum Height is 100 feet.





## H. Public Realm

### A. Right-of-Way (ROW) Standards

Like much of Central City Portland, the Pearl District is well oriented for pedestrian travel. The typical ROW is only 60' wide, with parking usually allowed on both sides of the street to shield pedestrians, and increase the inventory of public parking for visitors to the district.

The guidelines for public realm design within the Pearl District are contained within the River District Right-of-Way Standards document. This document outlines in detail the standards for street lighting, sidewalks, street trees, etc. within the River District.

### B. Public Art

Under the Percent for Art Guidelines, contained in Chapter 5.74 of the City of Portland Code, all major capital improvement projects must contribute to public art. Specifically, the City contributes a total of 1.33 percent of total construction costs of these improvements to public art. 1% percent of these construction costs go directly to fund public art projects, while the remaining .33% goes towards administration and education programs. Portland also offers a Public Art FAR bonus provision, which allows an increase in FAR of up to 2:1. A developer can gain an increase of 1:1 FAR for donating 1% of the project's construction cost to Public Art. For each 0.1% of construction costs donated, the developer can obtain a 0.1:1 increase in FAR up to the maximum bonus of 2:1 FAR.

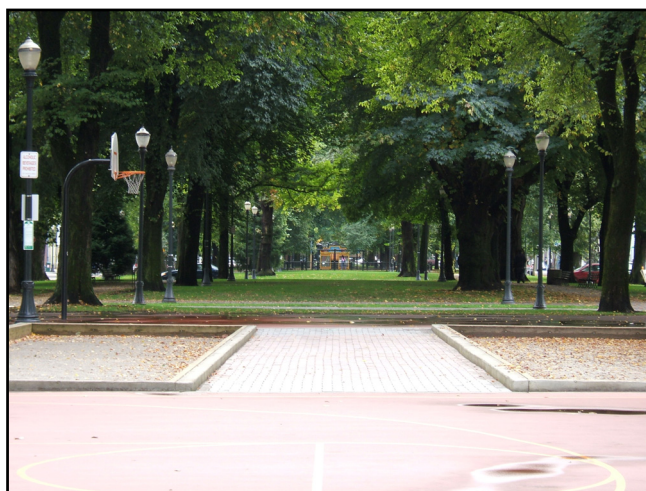




## 6. Lessons Learned

Discussions with local staff and developers reinforced the initial perceptions that neighborhood design is focused on the good of the pedestrians on the street. Many of the developers currently working in the Pearl District are from Portland, and take civic pride in helping to create a better and more interesting city.

There are many important lessons that can be learned from the success of the Pearl District's Redevelopment. The neighborhood is dense and dynamic, and has become the impetus for further public private partnerships within Portland (e.g. South Waterfront Redevelopment). In the Pearl District, as in much of Portland, the emphasis is on the pedestrian first and foremost, and that is the most evident characteristic of the neighborhood. Bike lanes and racks line the streets, and cars share space with people and the Streetcar. Public spaces are impressive, and the connections to the rest of the Portland Metropolitan Area are seamless.





## APPENDIX D





## **Chicago, Illinois – Bonus Incentive Summary**

### **Significant Planning Events:**

- 2005: City zoning maps being updated
- 2004: City zoning code rewrite implemented
- 2004: Millennium Park completed
- 1998: First draft “A New Bonus System for Chicago”
- 1998: Millennium Park construction begins
- 1957: City zoning code rewrite including initial bonus provisions

### **Issues with the Legacy (1957) Bonus System:**

- Overall goal was to provide incentives for new, large scale developments with bigger buildings by surrounding them with open space
- Provided bonuses for amenities no longer viewed as desirable
- Bonuses were not geared toward residential developments
- Lack of design criteria led to poorly designed bonus amenities
- Bonuses were overly generous relative to other cities
- Bonuses were difficult to administer

### **2004 Bonus Incentive Goals:**

- Encourage a pedestrian friendly and greener city and contribute to central Chicago's reputation as a lively and attractive place to live, work, and shop
- Allow attainment of bonuses from amenities well suited for the development site
- Encourage more open public space amenities that can meet the needs of the workers and residents of the city
- Provide design guidelines and locational criteria to ensure certain amenities do not disrupt the character of special streets and districts
- Provide clear standards to make review processes less subjective and more expeditious

### **2004 Bonus Incentive Implementation Strategies:**

- Bonusable amenities must meet specified quality standards to ensure that the amenities truly contribute to the quality of life in high density districts
- Bonusable amenities will reflect the city's current needs, and extend to commercial, residential and mixed-use developments. Bonuses will also be awarded for contributions or improvements to streetscaping, transit, open space, the pedway system and landmarks preservation.
- Density calculations are easy to understand and are based on the size of the amenity, the lot size, and the underlying base FAR, or the value of the land.
- A single amenity earns a single bonus.



- Bonuses reflect the value of the amenity. Amenities to which the City has attached the highest priorities are given the most generous bonuses
- The new system retains the legacy approval process with two “approval tracks”:
  - As-of-right approvals, handled by the Building and Zoning department, and
  - Negotiated zoning, handled by the Department of Planning and Development through the planned development process
- Buildings constructed under the legacy bonus system are considered legally conforming; Additions or redevelopments must meet new standards

#### **New Downtown Zoning Districts created in 2004:**

Four new zoning districts were created and are intended only for application within the Downtown area. They are:

- DC, Downtown Core – The DC district is meant to promote high-intensity, office and employment growth within the downtown core. Its regulations will allow a broad mix of office, commercial, public, recreation, residential and entertainment uses. The DC district regulations recognize and support downtown’s role as a center of regional importance and as a primary hub for business, communications, office, government, retail, cultural, educational, visitor accommodations, and entertainment.
- DX, Downtown Mixed Use – The DX district is primarily intended for office, commercial, public, institutional and residential development. The district promotes vertical mixed-use projects with active ground-floor uses.
- DR, Downtown Residential – This designation applies principally to areas having either solely residential buildings or buildings with small-scale commercial uses on lower floors and residential units above. This designation will also be used for downtown institutions, such as schools and churches.
- DS, Downtown Service – The DS district is intended for areas with many types of commercial and service uses that are essential for the livelihood of downtown businesses and residents. Typical uses range from large distribution and shipping centers to small-scale office, commercial, and light industrial operations, to big-box retailing.

#### **Downtown Street Classifications**

The downtown zoning chapter now has three types of street designations: Pedestrian Streets, Mobility Streets, and Curb Cuts and Driveway Access. The intent of these designations is to enhance the pedestrian-oriented character of the Loop and to improve both the pedestrian and vehicular mobility downtown. These streets are identified on the downtown zoning maps, and specific standards apply to them.

- **Pedestrian Streets** – The standards prohibit drive-through windows and similar auto-related uses. They will also require the use of large display windows to encourage activity and allow views into active retail spaces and lobbies. A “build-to” standard will require buildings to be constructed at, or within five feet of, the sidewalk line in order to preserve continuous streetwalls. These regulations are intended to ensure pedestrian





safety and comfort, promote economic vitality and preserve the positive character of downtown's most pedestrian-oriented streets. Examples of these streets are: Michigan between Oak and Roosevelt; State between Lake and Congress; LaSalle from Washington to Jackson; and Chicago from State to Michigan.

- **Mobility Streets** – Streets with this designation will have to have a sidewalk width of at least 14 feet as a means of promoting easier access for pedestrians between the downtown employment core and transportation centers to the west. Among the streets proposed for this designation are: Wacker Drive from Franklin to Van Buren; and all of the east-west thoroughfares from Randolph through Van Buren, between Michigan and Clinton.
- **Curb Cuts and Driveway Access** – This section is intended to better manage curb cuts throughout the Loop. Driveways on certain streets not only pose a safety hazard to pedestrians, but also impede traffic flow as cars line up to turn into them. The regulations will apply to numerous street segments throughout the Central Area, and will distinguish between two classes of streets. On Class 1 Streets, curb cuts and drive ways will be prohibited, unless the Zoning Board of Appeals grants a variation. New curb cuts and driveway access will be permitted on Class 2 streets only when reviewed and approved as administrative adjustments by the Zoning Administrator.

### Height and Dwelling Unit Review Thresholds

Height and the number of dwelling units are the significant factors in triggering planned development review. The new ordinance has lowered the thresholds for height and dwelling units to provide further review for large developments. The thresholds are shown below with their corresponding FAR designations (higher FAR numbers correspond with bigger structures).

Height Threshold					Dwelling Unit Threshold	
District		Former (Feet)	New Residential (Feet)	New Nonresidential (Feet)	Former  (Units)	New  (Units)
FAR 3		120	75	90	150	90
FAR 5		180	130	150	250	150
FAR 7		285	155	180	325	200
FAR 10		285	220	310	325	200
DX	12	600	330	390	600	350
DC	12	600	330	470	600	350
DX	16	600	440	520	600	400
DC	16	600	440	600	600	350



A Floor Area Ratio Bonus Menu is shown in the table below, from Chicago's Land Development Code.

### 17-4-1002 Floor Area Ratio Bonus Menu

Floor area bonuses are subject to the standards of the following table and the specific standards of Sec. 17-4-1004 through Sec. 17-4-1022.

Public Benefit/Amenity	Eligibility Criteria and Bonus Formula	Maximum Bonus	Approval Authority
Affordable Housing	§17-4-1004	20% of base FAR in dash 5 25% of base FAR in dash 7 or 10 30% of base FAR in dash 12 or 16	Zoning Administrator
Public Plazas and Pocket Parks	§17-4-1005	6 FAR	DPD
Chicago Riverwalk Improvements	§17-4-1006	No maximum	DPD
Winter Gardens	§17-4-1007	3 FAR	DPD
Indoor Through-Block Connections	§17-4-1008	No maximum	Zoning Administrator
Outdoor Through-Block Connections	§17-4-1009	No maximum	Zoning Administrator
Sidewalk Widening	§17-4-1010	No maximum	Zoning Administrator
Arcades	§17-4-1011	2 FAR	Zoning Administrator
Water Features in Public Open Spaces	§17-4-1012	1 FAR	DPD
Upper-Level Setbacks	§17-4-1013	25% of base FAR	Zoning Administrator
Lower-Level Planting Terraces	§17-4-1014	No maximum	Zoning Administrator
Green Roofs	§17-4-1015	2 FAR	Zoning Administrator
Underground Parking and Loading	§17-4-1016	30% of base FAR	Zoning Administrator
Parking Concealed by Occupiable Space	§17-4-1017	25% of base FAR	DPD
Off-Site Park/Open Space Contributions	§17-4-1018	20% of base FAR	Planned Development
Streetscape Improvements	§17-4-1019	20% of base FAR	Planned Development
Transit Station Improvements	§17-4-1020	20% of base FAR	Planned Development
Pedway Improvements	§17-4-1021	20% of base FAR	Planned Development
Adopt-A-Landmark	§17-4-1022	20% of base FAR	Planned Development

Notes: DPD = Commissioner of the Department of Planning and Development; ZA = Zoning Administrator; PD = Planned Development approval process



### **Complete Bonus Incentive Details:**

See Chicago Downtown District portion of their new zoning ordinance for complete details at <http://w14.cityofchicago.org:8080/zoning/default.jsp>.

The various Chicago Bonus Incentives are described in detail in the following zoning ordinance sections:

- 17-4-0405-A Standards
- 17-4-1000 Floor Area Bonuses
- 17-4-1002 Floor Area Ratio Bonus Menu
- 17-4-1003 Administration
- 17-4-1004 Affordable Housing
- 17-4-1005 Public Plazas and Pocket Parks
- 17-4-1006 Chicago Riverwalk Improvements
- 17-4-1007 Winter Gardens
- 17-4-1008 Indoor Through-Block Connection
- 17-4-1009 Outdoor Through-Block Connections
- 17-4-1010 Sidewalk Widening
- 17-4-1011 Arcades
- 17-4-1012 Water Features in Public Open Spaces
- 17-4-1013 Upper-Level Setbacks
- 17-4-1014 Lower-Level Planting Terraces
- 17-4-1015 Green Roofs
- 17-4-1016 Underground Parking and Loading
- 17-4-1017 Above-Ground Parking Concealed by Occupiable Floor Space
- 17-4-1018 Off-site Park and Open Space Contributions
- 17-4-1019 Streetscape Improvements
- 17-4-1020 Transit Station Improvements
- 17-4-1021 Pedway Improvements
- 17-4-1022 Adopt-a-Landmark



## APPENDIX E





## San Diego, California – Bonus Incentive Summary

### Significant Planning Events:

- 2005: Center City Development Corporation (CCDC) publishes Downtown Community Plan Update including updated zoning codes and FAR bonuses.
- 1992: Center City Redevelopment Project (CCRP) merged three of the original four project areas and expanded CCDC's area of responsibility to include almost all of downtown's 1,500 acres.
- 1980's: Redevelopment of Gaslamp Quarter and Horton Plaza
- 1975: Center City Development Corporation formed to initiate turnaround of blighted areas

### Bonus Incentive Goals:

- Floor area bonus options are offered as incentives to encourage facilities and amenities that implement the Downtown Community Plan

### Bonus Incentive Definitions:

- **Base Floor Area Ratio (Base FAR)** means the minimum and maximum *development* potential permitted for a site and expressed as a ratio of the amount of gross *floor* area to the size of the parcel. The minimum *base FAR* is the minimum *floor* area which must be built on a site in a new project. Maximum *base FAR* is the maximum *floor* area permitted to be built without bonuses or transfers.
- **Bonus Floor Area Ratio (Bonus FAR)** means the additional *floor* area ratio that may be earned by meeting certain requirements listed in Section 151.0310(c).
- **Floor Area Ratio** (abbreviated as "FAR") has the same meaning as in Land Development Code Section 113.0103 and means the numerical value obtained by dividing the total *gross floor area (GFA)* of all building(s) on a *premises* by the total land area of the *premises* on which the building(s) are located.
- **Transfer of Development Rights (TDR)** means the program whereby *GFA* may be transferred between sites for the purpose of establishing public parks or preserving designated *historic resources*.
- **Development Permit FAR** The approval and recordation of a *Development Permit* for a project establishes the distribution of *GFA* within the project. The project may be subdivided into individual ownerships but the permitted *FAR* for any subdivided units remain subject to the *FAR* limitations established within the project boundaries as defined by the *Development Permit*.



### Complete Bonus Summary Matrix:

**FAR Bonuses** Projects may increase the permitted maximum *FAR* above the maximum *base FAR* for the site established by Figure H through the provision of certain public benefits or project amenities. Table 0310-A shows the maximum amount of additional *FAR* that may be obtained through one or more of the provisions listed below, and Figure J shows the maximum *bonus FAR* available for each site (exclusive of bonuses for affordable or senior housing as described in subparagraph (l) below). Any project utilizing the *bonus FAR* programs shall have *Covenants, Conditions, and Restrictions (CC&Rs)* recorded on the property ensuring that the amenities provided to achieve the bonus are maintained in perpetuity for the life of the project or in the case of affordable housing, for the duration specified in subparagraph (1) below. The following lists the types of public benefits and project amenities that may provide a *bonus FAR* for projects:

<b>TABLE 0310-A: FAR BONUS</b>	
Public Benefit/ Project Amenity	<i>FAR Bonus</i> ( to be added to <i>Base Maximum FAR</i> )
Affordable Housing	Varies
<i>Urban Open Space</i>	
10% of site	0.5
20% of site	1.0
3-bedroom units	0.5
<i>Eco-Roofs</i>	1.0
<i>Public right-of-way</i> improvements	1.0
<i>Employment Uses</i>	Varies

### Complete Bonus Incentive Details:

See San Diego Downtown Community Plan Update - Planned District Ordinance (PDO) (<http://www.ccdc.com/planupdate/index.html>) for complete details. The above Bonus Incentives are described in detail in section 151.0310

#### Related Maps:

- Figure A - Center City Planned District Boundaries
- Figure B - Land Use Districts
- Figure C - Land Use Overlay Districts
- Figure F - Building Height and Sun Access



Figure G - View Corridors

Figure H - Base Minimum and Maximum FAR

Figure J - Bonus FAR for Special Amenities

Figure K - Bonus FAR for Special Amenities and/or Parks TDR

Figure L - Maximum FAR (with all incentives / bonuses/ TDR)



## APPENDIX F





## August 27, 2005 Workshop - Facilitator's Summary

### 1. Introduction

The first community workshop for the Channel District CRA - Strategic Action Plan was held on Saturday, August 27, 2005, from 8:30 a.m. to 2:00 p.m. in the Taylor Great Room at The Florida Aquarium. Invitations were mailed to a list of Channel District stakeholders and all property owners within the District. Also, two articles appeared in the Tampa Tribune, and a notice was posted by an outside party on the [www.channelside.us](http://www.channelside.us) web site.

The workshop was held to share information and gather public input to the Strategic Action Plan for the Channel District Community Redevelopment Area (CRA). The purpose of the plan is to review current district conditions, identify market trends and generate recommended implementation actions.

The objectives of the workshop were:

- To understand the Channel District's history and current progress or urban redevelopment;
- To develop criteria for the City's use in evaluating new Channel District projects by utilizing similar national redevelopment examples;
- To identify public facilities and amenity improvements desired as part of the updated design guidelines; and
- To solicit participants' views and feelings about the future of the Channel District.

Mayor Pam Iorio opened the meeting. Her remarks are briefly summarized below.

- Much like Palma Ceia, Davis Islands, and Hyde Park in Tampa's early history, today we are essentially the participants in a process for creating an entirely new neighborhood.
  - Very significant opportunity to shape how we want it to be developed.
- One of the issues with the Channel District is that it is growing as we speak, which poses a difficult challenge with so much development already occurring.
  - There isn't much time to plan what's there.
  - As soon as the concept caught on, it spread like wildfire.
- TIF is established and there needs to be a plan on how to spend the revenues.
  - Smart allocation of TIF money will allow us to remake the neighborhood.
  - Can use the TIF revenue to help create a pedestrian-friendly environment with good streetscapes.
  - Have the power to choose lamps, benches, etc.
- Most significant issues
  - FAR – What kind of density are we going to have?
  - If developers want higher density what should be the tradeoffs



- Greenspace
  - Many developments already being built
  - Concerned about park space
  - Needs to be planned early, and then built
- Streetscape
  - Differentiate between streetscape
  - Generic overall quality required, or should credit be given to developers that create really good streetscape?
- Affordable Housing on a more permanent basis
  - Diversity of incomes allowed
- Signs that it is a neighborhood
  - People are against something already
  - Apathy is what kills neighborhoods
  - Won't happen in Channel District, people have great investment already.
  - Channel District is a pioneering neighborhood.
  - Everyone has to be considered
    - Those who have bought
    - Those who are thinking of buying
    - Those who will buy in twenty years
- What is being done in Tampa has already been done all over the country
  - Good consultants
  - Knowledge of cases throughout the country will help us understand what kinds of tradeoffs can be made for density, and whether we want to offer any tradeoffs at all.
- The work that is done will have a lot to do with the character of the neighborhood for decades to come
- Wants to see the Channel District develop into a vibrant urban neighborhood where someone can take mass transit to other locations in the city
- People who live in the Channel District should be able to take mass transit to other parts of downtown
  - Must improve connectivity between Channel District and Downtown
  - North Franklin Street Area to Channel District Area.

## **2. Sharing Information on Channel District History, Projects Underway and Case Studies**

The Strategic Action Plan team, consisting of representatives from WilsonMiller, Urban Studio Architects, MS Associates, Tropical Realty Appraisal, and Florida Economic Advisors, along with Ray Chiaramonte of the Planning Commission and Wilson Stair of the City of Tampa, made



a PowerPoint presentation on the following topics. Each presentation was followed by a short question-and-answer session.

- Channel District History and Progress of Urban Redevelopment
- Projects Underway Today
- Case Studies (Denver, Charlotte, Portland, Chicago, San Diego, West Palm Beach)

The following comments and questions were raised by participants after each presentation:

#### **Projects Underway Today**

- Don't give too much legitimacy to what's proposed – people can ask for anything
- It's good to hear what is proposed in the Channel District so we all know
- Explain FAR

#### **Case Studies**

- It's not clear how projects presented relate to each other. We're interested more in information about neighborhoods than individual projects
- Developers in the Channel District are providing amenities now without density bonus incentives
- At the next meeting would like to hear about incentive process for keeping housing affordable and creating affordable housing
- SROs do not count as affordable housing
- The public may not want amenities. It seems backwards like you're trying to find a reason to allow developers to build taller buildings, instead of the other way around
- Don't give density bonus incentives – require amenities
- If developers want to build tall buildings, they can build in downtown, no height limits
- The Channel District is 98% built. The 1993 vision is almost fully realized.
- It's important to capitalize on the opportunity presented by market forces for Channel District. Land costs are high in the Channel District. Developers are not evil. The Portland, Oregon model is too prescriptive, wouldn't want that here.
- City has been instrumental in what has been done so far in the Channel District. City staff has cajoled developers to provide amenities and carefully reviewed project proposals. The result is better architecture than elsewhere in city
- An FAR of 3.5 with a 60' to 70' height limitation will generate good profit for developers in the Channel District. Allowing high rises fosters "flipping" and escalation of real estate prices. That will drive the good developers out of the Channel District.

### **3. Key Public Realm Issues**

This session included a short presentation on what makes for a livable community, which was followed by a Visual Preference Survey on alternative streetscapes, design palettes, pavements, public art/gateways, and urban parks. The results of the visual preference survey are attached.



#### 4. Survey

Participants were asked to complete a survey that asked how positive they were feeling about the future of the Channel District and why. They were also asked to identify their preferences for height limits and FARs for the Channel District and give an opinion on which public amenities were of high, medium, low or no importance for the District. A total of 38 surveys were completed. The breakdown of respondents was as follows:

- Residents/property owners – 39 percent
- Public servants – 24 percent
- Developers – 17 percent
- Other (realtor, urban living proponent, business organization, public library friends, urban advocate) – 20 percent

The results are attached. Opinions varied, depending on the perspective of the respondent, on the degree of optimism expressed about the future of the Channel District and preferences for height limits and maximum FARs. As was fairly obvious from the comments during the workshop, the opinions of residents and developers were the most disparate. As a whole, more respondents identified urban streetscapes, street trees, neighborhood retail, walkability, underground utilities, and public waterfront access as amenities that are lacking and of high importance to the Channel District.

#### 5. Town Hall Meeting

The last part of the workshop was a facilitated open discussion that centered on the survey and how the participants had responded. Representatives of three different perspective groups shared their views, as follows:

##### A Public Servant's Perspective

- Feel positive about resident participation in the planning process
- Regarding the elements, this is irrelevant because the City has to pay for the most important things first, expensive, basic things like stormwater systems

##### A Resident's Perspective

- Regarding height, the current height limit of 60' is not even a choice on survey. That's disheartening.
- All the elements should be a given.

##### A Developer's Perspective

- Regarding density, a critical mass is needed to achieve a lively urban center
- High density is also needed to make retail work
- Regarding the elements, all are of high importance
- Prefer high end FAR. A middle ground position might be high FAR with height restrictions.





### Other Comments

- In the other case study cities they all had underground parking. Underground parking isn't an option here. It has to be above ground, which necessarily means taller buildings. Our situation in Florida isn't comparable to those other cities.
- FAR is a complex issue. For example, retail and office uses require more parking, which would necessarily require a higher FAR. Also, higher FAR helps make mixed use development work. If FAR is limited it may limit what uses can occur in the district or limit the viability of mixed use development.
- For kids, there's a public library 1 mile from here, at 1505 N Nebraska, that is being renovated.
- We need public transportation connecting the Channel District to other areas, including Tampa Heights and Ybor City.
- Residents prefer a neighborhood character that could be described as funky, feel good, low and mid rise buildings, more like the '93 plan. We know the people who live in the neighborhood. There are neighborhood-sponsored street parties that go on with welder/artists working, creating as the party goes on around them. It has a "raw feel". This is not a place like St. Petersburg where you see cute little sailboats. This is a port. There are barges of garbage that go by and storage tanks around. People attracted here with a promise of a neighborhood like St. Petersburg will be disappointed.
- The City needs residents' input on how to use the CRA money. If we wait to decide, the infrastructure will cost more.
- Neighborhood retail what is needed. Major retail won't survive.
- If the Channel District is connected to downtown, won't there be a need for retail to serve downtown residents. If retail could be supported, would the residents want it?
- Residents prefer art and an interesting place to visit
- City has worked with the Channel District council all along. The City imagines neighborhood retail that gives spice to the residential area, not major retail.
- The Channel District is part of downtown, but it has its own zoning. What's good for downtown is not necessarily good for the Channel District.

### 6. Next Steps

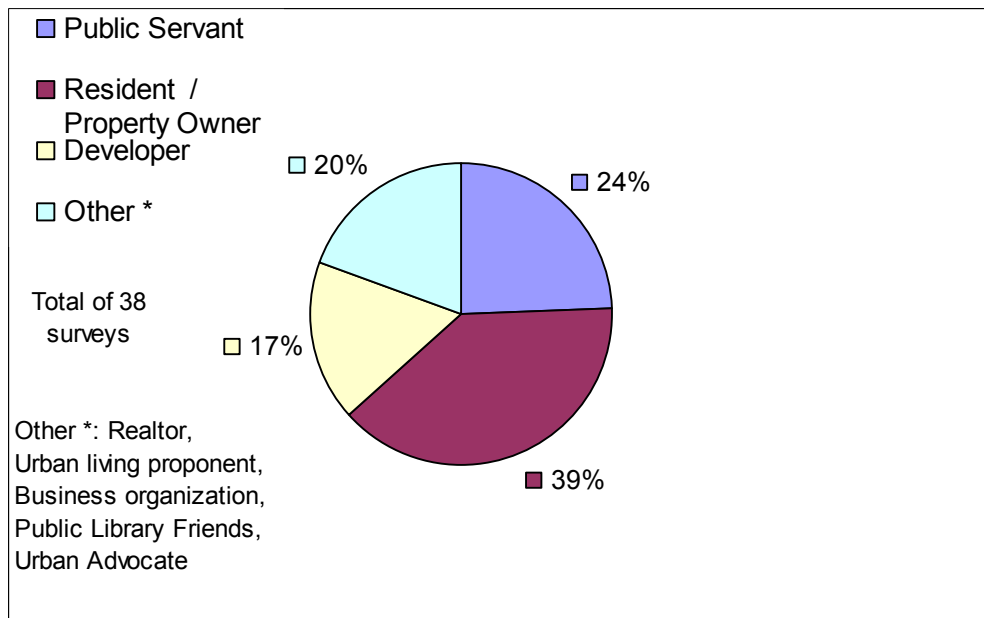
The team will continue to gather data and conduct economic and market analyses. Another workshop will be held in late October/early November when some preliminary recommendations will be made. This workshop will be held in the evening.



## August 27, 2005 Workshop - General Opinion Survey Results

A brief survey was administered during the workshop. The results are shown below.

1. What is your interest in the Channel District? (Please ✓ all that apply.) I am a developer, resident, property owner, business owner, employee, public servant (any jurisdiction), or other.



2. Based upon today's workshop presentations, how positive do you feel about the future of the Channel District? (Scale of 0 to 10, 10 being the most positive)

Residents	
Mode	3
Median	5
Range	2 to 10

Other	
Mode	8
Median	6.5
Range	1 to 10

Developers	
Mode	10
Median	9.5
Range	5 to 10

Public Servants	
Mode	9 and 10
Median	9
Range	5 to 10



3. Why did you choose that rating?

Positive rating:

- 10 – Real estate fundamentals, quality of life, public-private relationship, major demand generators: St. Pete Times Forum, Florida Aquarium, and Tampa Port
- 8 – Info presented and comments
- 6 – Fear that it will fail just as initial Harbor Island commercial area did. Majority can't see full vision. Baltimore did it correctly. Tampa had tourist shops! Baltimore has great restaurants in harbor area
- 8 – It's good because it is an urban living environment
- 7 – I didn't learn too many new things. Too much focus on other cities. Let's talk about us. I would love to ask residents what they love about current height. They seem so reactionary against any change. Let's find out what they see as so positive about current regulations.
- 10 – Area is evolving and with common sense and cooperation between government, private sector and public/residents, it is sure to become a unique, mixed use urban neighborhood
- 10 – no reason given
- 7 – no reason given
- 10 – City effort to hire outside consultant to make the best and proper decision for Channelside
- 10 – It's the happening place, a lot of energy, opportunity for built form diversity
- 9 – Demand for development (mixed use) and opportunity
- 10 – It's inevitable. It has its own energy and life.
- 9 – The purposes of the action plan. The focus on public spaces and complementary pedestrian activity
- 10 – Broad audience of stakeholders and interested parties present at the workshop
- 6 – Concerns about pedestrian amenities, parks and trail corridors
- 8 – Level of activity, Mayor's emphasis
- 9 – Great folks involved
- 9 – Lively input from concerned residents
- 10 – The concept of the presentation was of global nature. With that it will be successful
- 7 – The district is making great leaps and bounds catering to the pioneers in the district. However, the district has NOT been completed or occupied for a fair assessment of ALL present.
- 10 – Optimist
- 7 – Area seems to be moving in the right direction, with enough momentum to carry it forward to overall completion
- 7 – It had a lot of good information
- 6 – I think the next meeting will give more direction within the Channel District
- 10 – Great planning / good community participation



Neutral rating:

- Hard to relate Channel District to other cities. Just show bird's eye view of whole district, not street level
- Presentation was more informational than workshop oriented. Next presentation is key.
- Serious concerns that the vocal minority will succeed in halting progress. A potential result of lifeless streets, dark retail and a half-built community.

Negative rating:

- 3 – The administration's priorities are not representing the interest of the neighborhoods
- 1 – Lack of communication between "people" and the City. Comparisons were irrelevant because we do not have the area available to build those green areas because of room constraint! No underground parking.
- 4 – Tone of the audience implies the future of the area may not be sustainable
- 3 – The "workshop" has not happened
- 2 – The future appears to be developer driven
- 3 – Dislike current City approval of large towers in the District
- 3 – Question 8 (preference for maximum building height) does not address the fact that presently 60' limit – you would if don't want it to change – 100 ft is the lowest option
- 4 – Lot of info but not showing how it relates – or how it works for Channelside. Show me a proposal
- 2 – Because it felt the vision of the Channel District and its current residents was completely disregarded. The presentation came across as very biased toward developers and the Mayor's agenda!
- 3 – I am very skeptical about the report because I feel this meeting was very pro-developer and geared at helping developers increase the FAR

4. What specifically do you feel positive about?

Residents:

- Ability to effect change in the district
- Low rises & mid rises
- The addition of residence in an industrial area, as well as more public access
- The neighbors moving in
- You will listen and the next will be more evenly informative
- The type of low to mid rise, mix use development that is already underway
- The residents positive involvement
- The development in the channel side area. I am very pro-development but within what the current plan calls for
- Quality of developers
- Number of existing construction coupled with new location coming on line.
- What is happening in other cities; ways of funding improvements.



Developers:

- First floor retail, walking area, large landscape, sidewalks, connection with downtown, Ybor City, etc.
- City of Tampa lead and direction
- Great interest from the city developers and residents of Channelside
- Great potential to create a vibrant urban community. Density is a positive and development can be managed to benefit the neighborhood
- Ability to effect change in district
- Residential in a variety of concepts, streetscape/ landscaping, pedestrian friendly.

Public Servants:

- The potential, the public involvement already done. The emotional investment that is so evident
- Residential will happen
- Had good examples of architecture
- Public spaces for people interaction
- Participants were passionate
- People, energy, proposed revision to code
- Level of intent – city & developers
- The economical proposals and urban feel reminds me of downtown St. Pete a bit
- If the city really listens to the residents' input and developers produce what they hear then the CD has a bright future
- The comparison to other cities comparative in nature. The company consultants have a larger vision and understand what is needed.

Other:

- The current situation has galvanized the community
- It with careful planning and consideration would be a beautiful place to live
- I see Channelside as Tampa emerging into a world class district
- Interest in developing area
- I feel CD needs total mixed use which means an FAR of 2.5 – 6.5
- The market is growing
- Tampa moving towards becoming a 24/7 city
- People moving in, unique properties that so many of us care about what things look like.

5. What specific concerns do you have?

Residents:

- Lack of grand vision and lack of city support (direction – plan)
- High FAR
- Fairness in funding when other occupants in the area have not moved in to share their views & out of pocket expenses, therefore we need a continuance
- Height of new developments, density of new developments, turn Conagra into a park





- Communication about parks
- Channel side needs to stay on original plan – no high rise structures
- That massive tower high rise buildings will be approved and built in the middle of the CD already established low to mid rise district
- The developers lack of working within the existing height requirements
- Increase in height and FAR within the core of the district
- Current residents are only focused on themselves. Revenues from higher density and tourist accommodations also very important
- Density/traffic
- Parking, green space, building heights, traffic congestion, trees/parks, bury utilities, street lighting
- We do not want to have a few stop progress.

Developers:

- Do not focus only on fancy design but focus 110% on lovely area as a place where you can get your daily needs by walking and making friends. More people you bring on sidewalk more attractive will be Channel side plazas, terraces, small stores, etc.
- Forgetting that the residential density is what makes the retail parks work and overall an enjoyable neighborhood.
- Developers become frustrated and cannot balance the risk vs. reward equation. Very few people actually live in Channelside. That needs to change to create a sustainable neighborhood.
- Undue emotional concerns about height and density
- Lack of grand vision and lack of city support
- General public w/ limited or non existent urban planning knowledge get caught up in setting across the board development restrictions that has a negative long lasting impact.

Public Servant:

- Timing, historic missteps, governmental agency coordination
- Creating sound regulations and attractive living areas
- Department of transportation adapting to the urban environment
- Some residents too concerned about individual interests rather than the district and the City, misunderstanding of “affordable housing” issue for the city
- Width of sidewalk next to high rises. Developer participation in provision of open spaces and parks
- Meeting everyone’s needs and concerns
- That we don’t forget about the arts
- Traffic congestion.

Other:

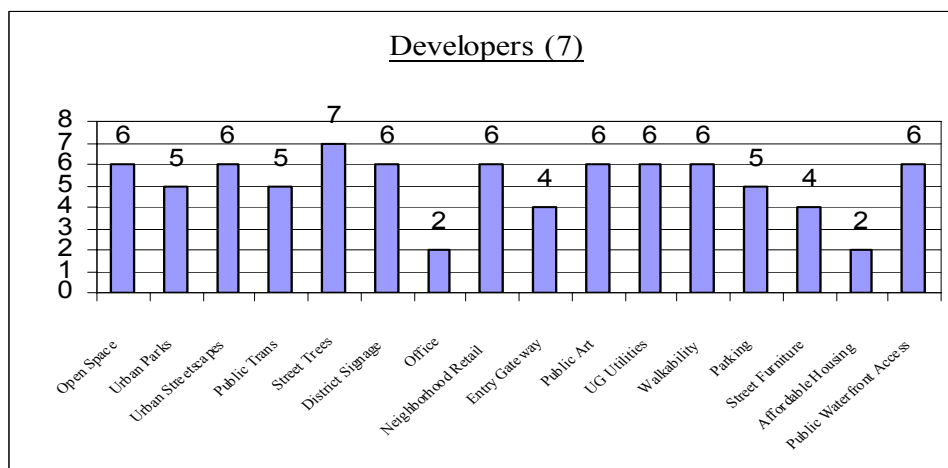
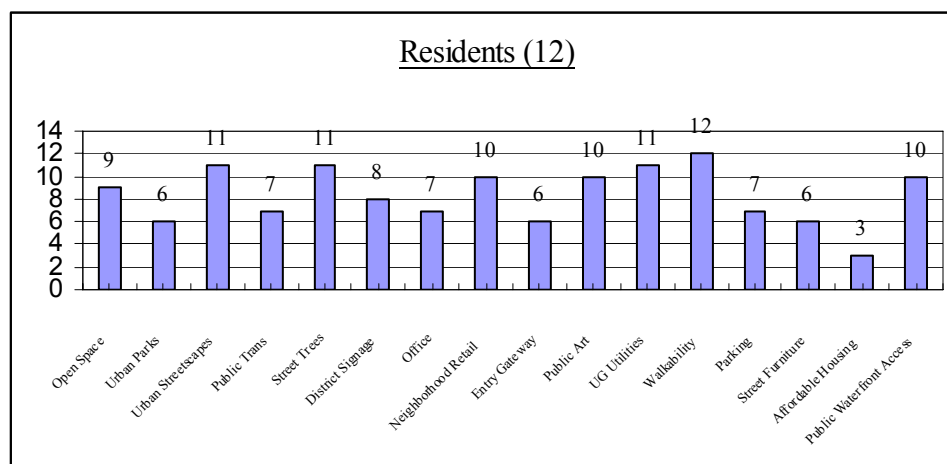
- The relationship between governmental and private interests
- It will fail!
- Rename to CD and include the Forum in the district

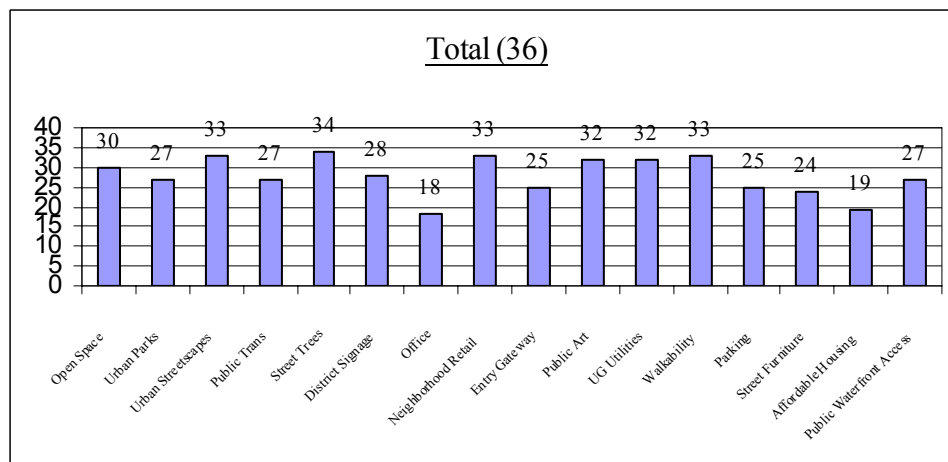
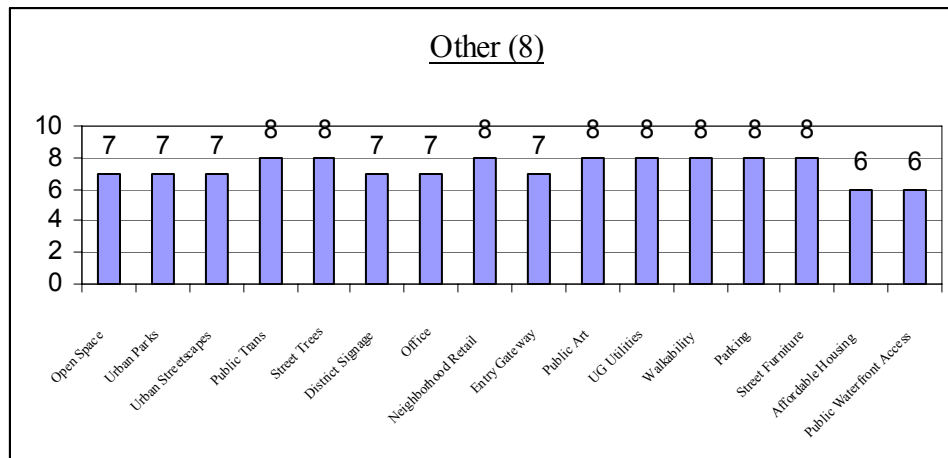
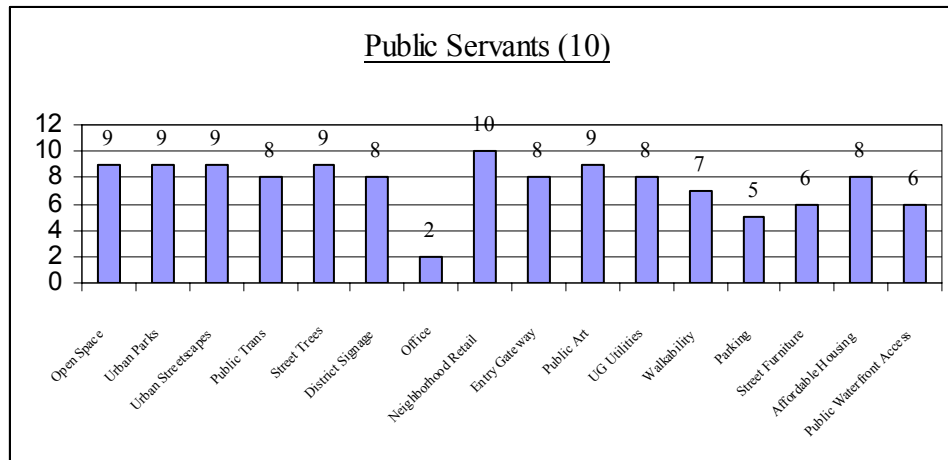


- Connectivity to nearby public library at Nebraska Ave. Via public transportation is important. Tell story of former residents in what was called “The Garrison”
- Community residents refusal to accept a total mixed use which must include some high rises
- Negativity
- Not allowing enough density, housing needs to be affordable to the “workforce”
- Enough retail to be pedestrian friendly and to be able not to use a car, rising cost of ownership.

7. What elements do you feel the Channel District is lacking, and how important are they to the area’s future? Rank them (High Importance, Medium Importance, Low Importance, Not Important).

The charts below show the number of people who rated an element of High or Medium Importance.







8. What do you think should be the average Floor Area Ratio for the Channel District?  
(Less than 3.5, 3.5, 5.0, 6.5)

Residents

Mode	3.5
Median	3.5
Range	Less than 3.5 to 5.0

Developers

Mode	5.0
Median	5.0
Range	5.0

Public Servants

Mode	3.5
Median	3.5
Range	3.5 to 6.5

Other

Mode	5.0
Median	5.0
Range	3.5 to 6.5

9. What do you think should be the maximum building height? (100 ft, 200 ft, 300 ft, No Limit)

Residents

Mode	Less than 100 ft
Median	Less than 100 ft
Range	Less than 100 ft to 300 ft

Developers

Mode	No Limit
Median	No Limit
Range	300 ft to No Limit

Public Servants

Mode	200 ft
Median	200 ft
Range	Less than 100 ft to No Limit

Other

Mode	Less than 100 ft
Median	200 ft
Range	Less than 100 ft to No Limit



Additional Comments:

- Other – A building's height is only one variable, not the only variable. Impact for residents (today and 10 years from now), office employment and visitors (tourists) is the critical consideration.
- Other – Trolley is too slow to use for typical transport needs
- Developer – I believe that building height and FAR is less or should be less of a concern in a city versus green space, architecture, public art and a general pedestrian-friendly environment once on the ground
- Public servant – Need wider sidewalks as the building height increases
- Resident – 60' max ht within the central Channel District. No more than 100' if necessary to make building work. Possibly above 60' at the ends of the Channel District. Only subject to negotiation based on the compliance with the 60' max ht within the central area.
- Developer – Average FAR should be allowed based on design, not a predetermined average. Regarding height, again, this is not the point. It depends on how the architecture is treated. How does it feel from the street?
- Resident – Michael English with WilsonMiller stressed that this was supposed to be a non-biased information disseminating presentation, but the case studies presented by Michael Sorch was a flagrant sales pitch for high rise development, meeting developers and City administration's agendas. This "presentation" was not the interactive workshop that it was advertised as. A lot of questions were unable to be answered. The "case studies" seemed to have little relevance to our Channel District that is already hot as far as development. Current development is very appealing, street pedestrian friendly and within the current FAR and height limits, without developer incentives. There were repeated references to parks and green space, but no reference to urban issues with indigents, upkeep and lack of use. There were also repeated references to "affordable housing" but no specifics as to what was considered affordable (\$ per sq ft) and how that relates to already established \$/sq ft within the Channel District. Traffic on 2-lane streets (within the Channel District) and street parking is already an issue. How could it possibly accommodate the numbers that high rise buildings will bring? Has this ever been considered, other than on Channelside Drive? I love the idea of extending the trolley (public transportation) throughout the city and even to Harbour and Davis Islands, connecting to the libraries, Performing Arts Center, etc.





## APPENDIX G



## November 9, 2005 Workshop - Facilitator's Summary

### 1. Introduction

The workshop was held on Wednesday, November 9, 2005, in the Taylor Great Room at The Florida Aquarium. Invitations were mailed to a list of Channel District stakeholders and all property owners within the District. Also, one article appeared in the Tampa Tribune, and a notice was posted by an outside party on the [www.channelside.us](http://www.channelside.us) web site.

The workshop was held to share information, discuss preliminary recommendations and gather public input to the Strategic Action Plan for the Channel District Community Redevelopment Area (CRA). The purpose of the plan is to review current district conditions, identify market trends and generate recommended implementation actions.

The City of Tampa's Director of Urban Development Michael Chen opened the workshop and welcomed participants.

### 2. Sharing information and Preliminary Recommendations

The Strategic Action Plan team, consisting of representatives from WilsonMiller, Urban Studio Architects, MS Associates, Tropical Realty Appraisal, and Florida Economic Advisors, made a PowerPoint presentation on the following topics. Feedback opportunities were provided at three key points during the workshop.

1. Welcome & Introductions
2. Overview of Study
3. Guiding Principles
4. Neighborhood Development
5. Lessons Learned (feedback)
6. Draft Plan Recommendations
  - Infrastructure
  - Public Realm Plan Elements (feedback)
  - Zoning and Comprehensive Plan
  - TIF Projections and Financing Recommendations (feedback)
7. Review & Next Steps

The following are some of the comments and questions that were heard during the workshop:

### 3. Neighborhood Development and Lessons Learned

- How will affordable housing be dealt with?
- Are schools included?
- What about affordability once the home is purchased, e.g., escalation of property values and consequent rise in taxes



- The plan should encourage families to live in the Channel District. Otherwise, there won't be people here in daytime and the district won't be as lively
- There was no FAR on 20-year projections slide
- How did you come up with the projections?
- Where's tourism in the plan? It was in the 1993 plan but not mentioned here
- Are hotels or resorts expected?

#### **4. Comments on Proposed Public Realm Improvements Following Small Group Discussion**

- Proposals are more specific than last time
- Need to consider the connection between CBD and the Channel District. Expand the District to the west. The Crosstown Expressway is a physical barrier that forms the western edge.
- How will pedestrians cross Channelside Drive? Tunnel? Pedestrian overpass?
- Where does parking go?
- Need better FAR to increase retail activity
- Public transportation on Twiggs & Kennedy
- Include Channelside Drive traffic calming
- Phasing?
- Give more thought to fire and police services
- Pay attention to transition period and require owners to maintain appearance of vacant lots for existing businesses
- Give thought to crowd control during events
- Grocery, medical, emergency services (urgent care)
- Balance cars/pedestrians (population management)
- Green parks, buildings
- More interested in infrastructure than public realm improvements
- Pay attention to the back of the lot relationship of buildings, for safety and appearance
- Need to correct language re: parks in city's code. Minimum size requirements don't fit the Channel District, e.g., pocket park = 2 acres
- There are different timelines for developers vs. the City. Consider how to reconcile
- Should there be gas stations in the District? If so, should there be design standards?
- Increase FAR over current
- Need hotels/ condo hotels
- Combine pedestrian and bicycle facilities on interior streets
- The urban trail needs separation of pedestrians and bikes
- Encourage sustainable design
- Pay attention to connections to other districts

#### **5. Required Elements**

Participants were asked to complete a form to indicate whether they agreed or disagreed with the proposed required elements. The results are presented in the table below. Additional



recommendations for required elements and general comments on required elements are attached.

Required Elements	Agree	Disagree	Other*
Street trees	95%	5%	
Street lighting	93%	7%	
Street design improvements	90%	10%	
Active ground floor uses	90%	10%	
Street furnishings	85%	15%	
Public Art (1% of value up to \$200K)	83%	17%	
Screened service areas	83%	15%	2%
Building street walls limited to 30% blank expanses	78%	22%	
Building stepback	68%	29%	2%
Arcades	68%	27%	5%
Recessed entrances	63%	32%	5%

\* Other: Screened service areas – “?”  
Building stepback – “?”  
Arcades – “Some, allowed/encouraged”  
Recessed entrances – “Some, allowed/encouraged”

## 6. FAR and Height Recommendations

The following comments were expressed during the workshop about recommendations for FAR and height limitations by sub-area.

- There is no saddle in central sub-area. The maximum height (almost 3 times current code) provides too much leeway
- Saddle view and height do not support innovative building design on bonus method. On small lots the height limits and bonus provisions will not work.
- For bonus calculations, use developer’s marginal cost instead of average cost. The ratio 10:1 for all developers is unrealistic



## 7. Bonus Priorities

Participants were asked to rank a set of public realm bonus elements and community enhancement bonus elements by importance. The results of the ranking are shown below. Additional bonus elements and comments on the ranking are attached.

Public Realm Bonus Elements	1st Place Votes	1st & 2nd Place Votes
Enhanced public access to waterfront	11	22
Enhanced street design	8	14
Increased ground floor retail/office	7	14
Increased sidewalk area	4	11
Public art (in excess of 1%)	2	7
Public water features	2	6

Community Enhancement Bonus Elements	1st Place Votes	1st, 2nd, 3rd Place Votes
Transit support (operating cost)	9	19
Increased residential mix (i.e. affordable/attainable housing)	9	16
Public open space / parks	8	22
Mid-block pedestrian connectors (may be elevated)	4	11
Channelside Drive Promenade	3	10
Public parking	2	11
Riverwalk improvements	2	7
Bicycle paths, contributions to Tampa Greenways connector	0	5
LEED certified construction (Leadership in Energy & Environmental Design)	0	5
Fire Rescue Site	0	5
Child care center	0	2
Car share program	0	0

## 8. General Comments

Participants were invited to provide general comments on the Strategic Action Plan. Those comments are attached.

## 9. Next Steps

The team will incorporate the feedback and review the recommendations with the City administration. The City administration will make the decision about the final recommendations to present to the Tampa City Council/CRA Board for their review and recommendation. Following the presentation to the City Council/CRA Board, the team will deliver the final report.





**Workshop Participants' Comments and Recommendations for  
Additional Required Elements**

- Public parking
- Pedestrian skywalk or tunnel
- Another good reference point is the Lincoln Road neighborhood in South Miami Beach
- Infrastructure is needed, beautification has already been addressed. Ask developers & Wilson Stair
- I agree with required elements
- Although I answered Agree to streetscape items I'm not sure logistically how this will work as a requirement on lands not owned or controlled by the developer
- Great job!
- Allow for tables for outdoor sales on sidewalks
- Very supportive of skywalk, underground utilities, and power designed roads and walkways. It's critical that we have an additional parking garage in our CD. I'm very appreciative of our developers that are supportive of the neighborhood's overall design.



**Workshop Participants' Recommendations for  
Additional Public Realm and Community Enhancement Bonus Elements  
and Comments on Priorities**

- Why have a bonus when a majority of the projects are committed already? You are asking developers to scrap projects and build higher and larger, thus delaying development.
- All are addressed by the city with the guidelines in place. No bonus and developers are giving all of these.
- Haven't convinced me to support the bonus elements
- The bonus methodology was simplistic. Marginal cost should be used not average cost. Is land considered a development cost? The 10-1 ratio is very generous. The sell-out cost is probably 15-18 if a developer contributed 1 million, the sell-out price would be at least \$15 million
- I think the number of bonus opportunities should be prioritized by sub-district, i.e. the waterfront set of bonuses, etc. Limit the available bonuses in central areas (between Cruise Parking Terminal & Meridian).
- Contributions are all well and good but private land left undeveloped is limited. Many bonuses will be on the backs of the port and city it seems. Height limits seem a bit skewed.
- Height restrictions should be a consideration when giving bonuses.
- Parks and access to water most important. Bike paths and Riverwalk high on list
- Increased FAR should be used for financing affordable housing, schools very important, child care
- I have a concern about promoting retail/office. Although desirable, market conditions are a major determining factor.
- Re-design existing Port Authority property to provide better connection between 12<sup>th</sup> St., corridor and CD shops (piece between garage entrance on 12<sup>th</sup> St. and Channelside Dr. that currently houses the sign for Channelside and is landscaped in a pedestrian unfriendly fashion. Also, thinking about pedestrian connectivity between CBD and CD via western border. Improving sidewalks and viaducts under the Crosstown this could provide an opportunity to alleviate parking in the District if people can walk or take a shuttle from some of the CBD garages.



### General Comments

- Channelside residents will live approximately 1 mile and 1 ½ mile from the two nearest public libraries. Will there be any practical public transportation from the Channel District to these libraries at 1505 N. Nebraska Ave. and at Ashley & Cass Street?
- Aesthetically it appears to address what I'd like to see. I agree with the warm and modern plan. The parks look good but a public bandshell similar to St. Pete would be nice. Need consideration to pedestrian traffic vs. density – population management.
- The main concern is 1. Ability to implement the plan and 2. Cost to maintain the neighborhood. How is the ongoing cost going to affect who is going to live there and who is going to do business there? While the plan "looks" nice, it shares a pretty quality like Busch Gardens. What does it cost to maintain that atmosphere?
- Yes, I believe the proposed public realm improvements adequately reflect my views; however, we should not go overboard in park space.
- Would like more details in future on TIF projections, tax mills? collection rate? Time lag to receive funds? Office commercial use – Property Appraiser depreciates building value over time, same for residential (less than 100% construction value – over time due to wear and tear (comment excludes inflation factor). Should also note what inflation factor is used.
- I feel that it is a mistake to encourage the building of smaller residential units under 1000 sf. By primarily encouraging singles and couples to reside in the district you are creating a situation where the district is not lively at various times during the day. I feel it's essential to mix the types of residential living in a district i.e. families/singles/couples. Discussion of a mixture of density is a constant. Please introduce the discussion of a mixture of types of residents. Excellent presenters and organization of the workshop.
- The city examples studied all feature extensive, successful regional transit systems. These transit systems function on a regional level bringing people to the core. Presently, Tampa's transit system is underutilized because it does not connect people to the district. What effort is this panel doing to incorporate a regional transit system to bring people to this district? As you have studied by observing other successful cities is that a functional transit system is paramount to a thriving city. We need to take this opportunity to direct the growth of our great city to include all of its citizens with the end result of bringing people to the district to support all of the great ideas that are being presented.
- Excellent presentation Can it be made available for download? (PDF) I'd like to show my wife and neighbors (who couldn't attend) the proposed design elements.
- Dog park needed.
- Don't leave out "pedestrian-scaled" street lighting (below the canopy).



- Don't get too wild & gimmicky with wavy sidewalk/street paving, it's expensive and the overdone patterns could be too busy and distracting; the beautiful spaces created by narrow streets, high quality architecture, and activity on the ground level of buildings will be enough.
- Public spaces (urban parks, squares, plazas) need to be well defined by buildings close to street with most active land uses (commercial) to give life.
- Keep non-active uses off the street (parking garages, etc.) or at least put on "B" streets (secondary streets).
- All streets need to be defined by at least 2-story facades with little to no setback and access directly to the street from the ground floor uses.
- All ground floor spaces (regardless of first use) need to be able to accommodate commercial/retail uses in the future (therefore, taller ground floors).